

**POLICE CHIEF  
STUDY GUIDE**

An examination for the class of **POLICE CHIEF** administered in **SHREVEPORT** will consist of two parts which will be administered during separate exam sessions. The multiple-choice examination will be administered during the first exam session at **8:30 a.m.** on **NOVEMBER 4, 2003**, and a job simulation exercise will be administered during the second exam session beginning at **1:00 p.m.** on **NOVEMBER 4, 2003**. You must take both parts of the examination in order to receive a grade, although the primary weighting of the total exam results will focus on the multiple-choice examination. A complete description of the subject areas to be evaluated follows:

**MULTIPLE CHOICE EXAMINATION**

The multiple-choice examination will consist of approximately 148 questions in the following subject areas:

<b>SUBJECT AREA/KNOWLEDGE</b>	<b>APPROXIMATE % OF EXAM</b>
<b>POLICE ADMINISTRATION</b>  Knowledge of the principles of effective police service administration, involving management theory and organizational behavior, planning and research, productivity evaluation, risk management, and establishing a system for internal departmental controls.	23.6%
<b>PERSONNEL MANAGEMENT/EMPLOYEE RELATIONS</b>  Knowledge of accepted practices in personnel management and of the procedures for developing and maintaining an effective employee relations program, including recruitment and selection, performance evaluation, grievance resolution, and applicable provisions of civil service law.	12.2%
<b>FINANCIAL MANAGEMENT</b>  Knowledge of the financial management and planning process of a public agency, including bookkeeping procedures, budget preparation, and overseeing the expenditure of budgeted funds.	6.8%

SUBJECT AREA/KNOWLEDGE	APPROXIMATE % OF EXAM
<b>WRITTEN COMMUNICATIONS</b>  Knowledge of the information gathering process and compilation of data into an effective written format for correspondence, and reports, or other formal department communications.	4.7%
<b>PUBLIC RELATIONS</b>  Knowledge of effective public relations practices sufficient to meet identified community needs and which foster a positive public image of the department through contact with the media, other agencies, and the public.	12.2%
<b>SUPERVISION</b>  Knowledge of the practices and techniques used in effective supervision in order to plan, organize, direct, and evaluate the work of subordinates, to provide on-the-job training, to handle grievances, to resolve conflicts, and to maintain discipline.	23.6%
<b>LAW ENFORCEMENT MANAGEMENT</b>  Knowledge of the procedures for managing and developing policy for the various law enforcement operations of the department, including patrol, criminal investigations, special tactical operations, juvenile, and jail.	16.9%

### **JOB SIMULATION EXERCISE**

This portion of the examination is a management simulation exercise during which applicants will be required to make an oral presentation which will be video-taped. The oral presentation will address a job-related management problem. Each applicant will be assigned a specific time to report for this portion of the test, at which time written instructions will be provided. All applicants will be afforded an equal amount of preparation and presentation time. Scoring on this portion of the examination will be based on your communications skills, your management ability in deciding how to handle the problem, and your public relations skills in handling a sensitive management issue. In scoring your oral presentation, the following dimensions will be used by a panel of trained raters to evaluate this portion of your examination:

## **SUBJECT AREA/KNOWLEDGE**

### **NO. 1.- ORAL COMMUNICATIONS**

Ability to make an effective oral presentation by analyzing relevant data in determining speech content, organizing thoughts for an effective presentation, and using the principles of effective speech communications in making an effective and persuasive delivery.

### **NO. 2. - CONTENT PROBLEM ANALYSIS**

Ability to identify the problem, analyze relevant information while relating data from different sources, and determine appropriate response, using relevant knowledge of fire service management.

### **NO. 3. - INTERPERSONAL RELATIONS**

Ability to be sensitive to the concerns of others and have empathy for their point of view. Ability to work in a politically charged atmosphere with political sensitivity, diplomacy, and tact. An appropriate response will maximize the public relations potential of the situation.

## **REFERENCE LIST**

While the entire list of reference material will be useful to you in your preparation for the upcoming examination, the **majority** of test questions are sourced from those references listed under the Primary List.

### **PRIMARY REFERENCE MATERIAL**

**SUPERVISION OF POLICE PERSONNEL**, Iannone N. F., Prentice - Hall, Inc.(Series in Criminal Justice), Englewood Cliffs, NJ 07632, 5th ed., 1994.

**ADVANCED SUPERVISORY PRACTICES**, International City/County Management Association, 777 N. Capitol Street N.E., Suite 500, Washington, D.C. 20002-4201, 1992.

**EFFECTIVE SUPERVISORY PRACTICES/Better Results Through Teamwork**, International City Management Association (ICMA), 1120 G Street, N.W., Washington, DC 20005, 3rd ed., 1995.

**(NOTE: May also be obtained through LSU Firemen Training Program).**

**LOCAL GOVERNMENT POLICE MANAGEMENT**, (Municipal Management Series), International City Management Association (ICMA), 777 N. Capitol St., N.E., Suite 500, Washington, DC 20002-

4201, 3rd ed., 1991.

**POLICE ADMINISTRATION**, Wilson, O. W. and McLaren, Roy C., McGraw-Hill Book Co., New York, N. Y., 5th ed., 1997.

**EFFECTIVE PUBLIC RELATIONS**, Cutlip, Scott M./Center, Allen M./Broom, Glen M., Prentice-Hall, Inc., Englewood Cliffs, NJ 07632, 7th ed., 1994.

**MANAGEMENT POLICIES IN LOCAL GOVERNMENT FINANCE**, International City/County Management Association (ICMA), 777 N. Capitol Street NE, Suite 500, Washington, D.C. 20002-4201, 4th ed., 1996.

**MANAGEMENT AND SUPERVISION OF LAW ENFORCEMENT PERSONNEL**, Schroeder, Donald J., ph.d (Captain, ret.), Lombardo, Frank (Deputy Inspector, ret.), Strollo, Jerry (Captain, ret.), Gould Publications, 199 State Street, Binghamton, NY 13901, 1st Ed., 1995.

The local civil service board should make this study guide available to all applicants in whatever manner the board deems appropriate.

While there are no provisions requiring this office to provide study guides for any competitive or promotional examinations, such material will be provided as a service to assist applicants in preparing for an examination. The State Examiner's office has no control whatsoever over the local availability of reference material (mentioned in the study guides), nor do we feel constrained to limit examination questions to only that material which is available locally. Examination content, weighting of subject areas, and length of examination, may vary with each administration of an examination to reflect any updated job analysis information. Percentages and numerical estimations are provided as approximations.